

**Novo Networks Metro Services, Inc.**

**EXHIBIT 3**

**Management Resumes**

**Novo Networks Metro Services, Inc.**  
**Resumes of Key Executive Management**

**Jeffrey A. Marcus - Chairman and Chief Executive Officer of Novo Networks**

Prior to joining Novo in April of 2000, Mr. Marcus was the co-founder of Marcus & Partners, a Dallas-based venture capital firm formed in 1999. He was previously the President and Chief Executive Officer of AMFM, Inc. (formerly Chancellor Media Corporation), one of the nation's largest radio broadcasting companies which at the time had over 460 radio stations in approximately 100 markets reaching over 60 million weekly listeners. Prior to Chancellor Media, Mr. Marcus founded and served as Chairman and Chief Executive Officer of Marcus Cable Company, which before its sale to Microsoft co-founder Paul G. Allen for \$3.3 billion in 1998, grew from 15,000 subscribers in 1990 to become the nation's largest privately held cable television operator serving approximately 1.3 million customers and employing more than 2,500 individuals. Prior to forming Marcus Cable, he founded Marcus Communications, Inc., a cable television company which he later merged into publicly held Western Tele-Communications, a microwave transmission/cable company affiliated with Telecommunications Inc. He served as Chairman and Chief Executive Officer of the merged and renamed company, WestMarc Communications, Inc., until 1988. Prior to Marcus Communications, he co-founded Communications Equity Associates, a media brokerage company, in 1976.

Mr. Marcus is a director of Brinker International (NYSE:EAT), LIN Television Corporation, and AirClic Inc. He also serves on the Board of Visitors of Trinity College at Duke University and Columbia College at Columbia University, as well as the board of the Edwin L. Cox School of Business at Southern Methodist University. Mr. Marcus also serves on the boards of several community and charitable organizations and is a National Commissioner of the Anti-Defamation League (ADL). He was named 1998 Humanitarian of the Year by the Dallas chapter of the ADL. Mr. Marcus is a minority owner of the Texas Rangers Baseball Club and of the Dallas Stars Hockey Club. He received a Bachelor of Science Degree in Economics from the University of California - Berkeley.

**Novo Networks Metro Services, Inc.**  
**Resumes of Key Executive Management, (Continued)**

**Thomas P. McMillin - Sr. Vice President and Chief Operating Officer**

Mr. McMillin is responsible for the overall operations of Novo Networks, including sales, marketing, network deployment and management, information systems and day-to-day operations. He joined Novo in April 2000 as Executive Vice President, with responsibility for accounting, finance and administration. Mr. McMillin was previously a co-founder of Marcus & Partners, where he was involved in all of the strategic development, acquisition, financing, and management activities associated with its investments. Prior to forming Marcus & Partners, Mr. McMillin served as Senior Vice President and Chief Financial Officer of AMFM Inc. (formerly Chancellor Media Corporation), one of the largest radio broadcasting companies in the United States with revenue of \$2.1 billion. Prior to joining AMFM, Mr. McMillin served as Executive Vice President and Chief Financial Officer of Marcus Cable, which at the time was the nation's ninth largest cable company, where together with other members of the senior management team, he grew the Company more than five-fold. With a customer base of more than 1.3 million, Marcus Cable was sold in 1998 to Paul G. Allen in a transaction valued at \$3.3 billion. Prior to joining Marcus Cable, Mr. McMillin worked for seven years with Crown Media, a subsidiary of Hallmark Cards, Inc., and Cencom Cable Associates in various finance and corporate development positions. Before entering the cable industry, Mr. McMillin served for four years with Arthur Andersen & Co., certified public accountants. Mr. McMillin was formerly a member of the Board of Directors of Marcus Properties, Inc. and is currently a member of the board of I-soft, Inc. He received his Bachelor of Science Degree in Accountancy from the University of Missouri at Columbia.

**Novo Networks Metro Services, Inc.**  
**Resumes of Key Executive Management, (Continued)**

**Daniel J. Wilson - Executive Vice President and Chief Financial Officer**

Mr. Wilson oversees all accounting, finance and administrative functions. Mr. Wilson was previously a co-founder of Marcus & Partners. He was formerly Vice President of Strategic Development of AMFM Inc. (formerly Chancellor Media Corporation), where he specialized in the development of and investment in "new media" businesses ancillary to AMFM's core operating units. Prior to joining Chancellor Media, Mr. Wilson served for four years in various financial positions at Marcus Cable, most recently as Senior Vice President - Finance and Corporate Development, where he was instrumental in the completion of \$5.5 billion of merger/acquisition transactions. Prior to joining Marcus Cable, Mr. Wilson served for three years in various positions at Crown Media, Inc., including as Director of Finance and Development and as Director of Regulatory Affairs, and for four years in various positions at Cencom Cable Associates, Inc., including Director of Finance and Development. He joined Cencom from Arthur Andersen & Co., certified public accountants, where he spent approximately three years in the Accounting and Audit practice. Mr. Wilson was formerly a member of the Board of Directors of Marcus Cable Properties, Inc. He received his Bachelor of Science in Business Administration, cum laude, with majors in Finance and Accounting from Saint Louis University.

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**Resumes of Key Executive Management, (Continued)**

**Mitchell C. Arthur - Executive Vice President, Global Services and Network Development**

In this capacity, Mr. Arthur is responsible for global sales, customer relations and network planning and architecture. Mr. Arthur co-founded AxisTel Communications, a subsidiary of Novo, and served as its President and Chief Operating Officer. From 1994 to 1998, Mr. Arthur was Global Account Manager for U.S. and international accounts at MFS Communications, where he was also involved in the development of MFS's New York/New Jersey fiber-optic network. From 1991 to 1994, Mr. Arthur was a Major Account Manager at WorldCom, where he was responsible for large commercial accounts. Mr. Arthur received a Bachelor of Science in Business Administration and Marketing from Dominican College.

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**Resumes of Key Executive Management, (Continued)**

**David N. Link - Executive Vice President, Global Operations**

Mr. Link is responsible for the operations of Novo's network, including global site operations and facilities, domestic network operating centers and customer call center management. He is an experienced telecommunications professional with a thirty year background in corporate management, marketing, systems integration, major program management, network engineering, network operations and network management. He was most recently the President and CEO of Internet Global Services, where he also served as COO. David's experience also includes VP of Network Services for MCI; VP of Network Engineering for MCI; VP of Operations, Engineering and MIS for MCI International; VP of Operations for Western Union International and President of Kentron Telecommunications Services, which was involved in providing telecommunications support for NASA and other government agencies. He also held various management, planning and engineering positions at ATT and Southwestern Bell primarily at the District, Division and Corporate levels. David has also been consulting to the industry and individually as Link Resources, and as President of TMI-Telecommunications Management International, Inc.

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**Resumes of Key Executive Management, (Continued)**

**Samuel L. Litwin - Senior Vice President, Business Development and President, International Services**

Mr. Litwin is responsible for developing business relationships with foreign telecommunications organizations and governmental agencies. He also oversees Novo's prepaid services division. Mr Litwin was a Co-Founder and former Chief Executive Officer of AxisTel. Prior to forming AxisTel, Mr. Litwin held various management posts with LDDS WorldCom and Bell Atlantic. Mr. Litwin received a Bachelor of Science in Business Administration from Brooklyn College.

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**Resumes of Key Executive Management, (Continued)**

**Gary C. Allison - Senior Vice President and Chief Information Officer**

Mr. Allison is responsible for the design, deployment and maintenance of Novo's operational support systems and information systems. He also oversees the Company's Web Development Group. Mr. Allison previously served as Chief Operating Officer for Internet Global Services, Inc. Mr. Allison's background includes experience in manufacturing and distribution, banking, healthcare and service industries. While functioning as the Chief Operating Officer, Mr. Allison was responsible for managing the delivery and support of all products and services for Internet Global Services and Telares. From 1998 to 2000, Mr. Allison was the Chief Operating Officer for Webb Cooley Company. He managed all company functions for this tax consulting and outsourcing company. He also directed the migration from a manually oriented, small consulting firm to a customer driven, outsourcing organization with a strong emphasis on process, automation and customer service. Mr. Allison joined Webb Cooley as the Chief Information Officer, he was responsible for implementing and operating IT services. From 1997 to 1998 Mr. Allison was the Chief Information Officer and Director of MIS for Source Services Corporation. From 1994 to 1997, Mr. Allison was with Harris Methodist Health Systems. While at Harris Methodist, he was the Director of Enterprise Operations and the Director of Planning and Reporting. Prior to his affiliation with Harris Methodist, Mr. Allison worked with Grant Thornton from 1988 to 1994 as a Principal and Consulting Department Head. He received a Bachelor of Science in Business Administration, with honors, from the University of Missouri-St. Louis.



**Novo Networks Metro Services, Inc.**  
**Resumes of Key Executive Management, (Continued)**

**Chris J. Sikora - Senior Vice President, Broadband Services**

Mr. Sikora is responsible for the global broadband service sales and organization. Prior to joining Novo Networks, Mr. Sikora was affiliated with Time Warner Telecom. He began at Time Warner as the Director of Sales and in June of 1998, he was promoted to General Manager, New York and New Jersey. From September 1993 to July 1997, Mr. Sikora was with MFS Communications (a division of WorldCom, Inc.). From 1993 to 1996, he was a Senior Account Executive. He was then promoted to Sales Manager, National Accounts. In this capacity, he managed the sales and account management efforts of national account executives whose clients included Salomon Brothers, the New York Stock Exchange and the American Stock Exchange. From 1992 to 1993, Mr. Sikora was with Graphnet, Inc. as an Account Executive. While at Graphnet, he was responsible for the operation and customer contact of the EDI system. From 1988 to 1990, Mr. Sikora was an Account Executive with Reeser & Sperling Advertising where he spearheaded new business development. Mr. Sikora has a Masters in Business Administration in Marketing and International Business from NYU's Stern School of Business. Mr. Sikora received a BS in Marketing and a BA in Communications in May of 1988 from King's College.

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**Resumes of Key Executive Management, (Continued)**

**William H. Carroll - Vice President - Network Procurement and Planning**

Mr. Carroll is responsible for the design and procurement of the entire Novo network. Prior to joining Novo, Mr. Carroll was the National Account Manager for MCI WorldCom from December 1996 to May 1999. In this capacity, Mr. Carroll was responsible for selling intraLATA, interLATA, interstate and international voice and data solutions to large businesses. In 1998, he received the President's Club Inner Circle Award for achieving 233% of annual quota. Prior to joining MCI, Mr. Carroll was with Bell Atlantic from May 1989 to December 1996. While at Bell Atlantic, Mr. Carroll held various positions including: Network Consultant, major Accounts, Lead Administrator of Training Lab and Communications Technician. As a Network Consultant, he worked closely with telecommunications managers, MIS staff and senior management in all aspects of problem resolution and new service updates. He also supervised the certification process of field technicians in safety procedures and regulations. Mr. Carroll received his BS in Marketing Management from Dominican College in 1992.